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Attachment 7

Inspector General's Recommendation Number 2f, page 40

Recommended DCI Action: Approve as modified

Inspector General's Statement

Recommended that:

The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and the development of operational doctrine.

DD/P Comment

✓ Concur in part. We concur in the establishment of a full time position of DD/P Training Officer and have already taken this step. The position should not however, include responsibility for the development of Clandestine Service operational doctrine. This is primarily the task of the Special Staffs.

We believe that the Special Staffs and those divisions with staff functions (IO and SR) are performing this task far more effectively than the Inspector General's conclusions would indicate. There is room for improvement in the scope of case history and case analysis preparation, and in the volume of case history material which should be made available to the Office of Training. Granted this, it is also true that there is a massive infusion of doctrine and experience into training through formally prepared studies produced by the staffs, through participation in course preparation, the appearance of guest speakers and the detailing of Clandestine Service officers as instructors to OTR. Impressive examples of Clandestine Service contribution exist in all CI and Communist Party training, in FI presentation of its Denied Area Seminars, CA Staff's work in Covert Action and Paramilitary courses, and IO Division contributions to the recently inaugurated course in Labor Operations.

As a contributor to useful training, doctrine cannot be wholly separated from method. We incline to feel that OTR may heretofore, have relied in some fields, too heavily on the lecture system and we are now looking critically, with OTR, at this question. In brief, we feel that doctrine is not unavailable, but that a greater flow of case history material is necessary and that we should examine the methods by which the lessons of this material is to be got through to the student.

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